

Terms of Reference: Development of Corporate Brand Manual

1.0 BACKGROUND

The United Nations Development Programme (UNDP), acting as an implementing agency of the Global Environment Facility (GEF), is supporting the Governments of Angola, Botswana and Namibia through the Permanent Okavango River Basin Commission (OKACOM) in implementing a project by the CORB Fund titled “Catalyse Investments into Nature – positive outcomes” in the Cubango-Okavango River Basin.”

The Cubango-Okavango River Basin (CORB) is a transboundary system that flows through Angola, Botswana and Namibia. It emanates from the Angolan highlands and is drained by the Cubango River (known as the Kavango in Namibia and the Okavango in Botswana) which forms the border between Namibia and Angola, as well as by its main tributary, the Cuito, and flows 1,260 km before spilling into the Okavango Delta in northern Botswana.

The CORB supports an astounding variety and abundance of terrestrial and freshwater animal and plant life, and it is essential to the livelihoods of more than a million people who directly rely on its natural resources and ecosystem services. The Basin is still relatively underdeveloped, yet it faces many interrelated challenges: increasing water abstraction for commercial agriculture, deforestation and forest degradation driven by commercial logging and charcoal production, largescale hydropower infrastructure development, and the rapid growth of a population that relies almost exclusively on subsistence resource-based livelihoods. These challenges are exacerbated by the effects of climate change and result in deviations from historical flood-pulse patterns. Loss of freshwater resources in the Basin will present a risk for both the people and the unique but fragile ecosystems that depend on them.

The CORB Fund is a public benefit organisation and was established as a Company Limited by Guarantee in December 2019, to address the urgent challenges facing the Basin and to deploy an alternative resilient development pathway. Angola, Botswana and Namibia are members of the Fund and are represented by their respective Ministries in charge of Water. The Permanent Okavango River Basin Water Commission (OKACOM) Secretariat is providing support to the Fund as the Process Agent, The CORB Fund Board of Directors comprises seven members and includes representation from all 3 Member States and independent members.

The Fund’s objective is to cover a multitude of areas at the intersection of livelihoods and environment to ensure the preservation of the basin and its socio-economic development. A detailed Value Proposition was developed in 2021 and demonstrates the relevance of the proposed resilient development strategy, with a projected combined benefit-cost ratio of livelihood and environmentally focused interventions of nearly 7-to-1.

As the Fund transitions from design to full operationalisation, it seeks to establish a strong, consistent, and strategically positioned corporate brand that amongst others; enhances, credibility and trust among stakeholders, visibility across the region and globally and ability to mobilise investment and partnerships.

The CORB Fund is seeking a qualified branding agency or consultant to develop a comprehensive Corporate Brand Manual. The purpose of this assignment is to develop a comprehensive Corporate Brand Manual that defines and guides the CORB Fund's visual identity. The manual will ensure a consistent, professional, and recognizable brand appearance across all internal and external communication channels. As the CORB Fund expands its reach, a unified brand identity is crucial for building credibility and recognition among stakeholders–

2. Objectives of the Assignment

The main objective is to create a detailed Corporate Brand Manual that codifies the visual and verbal identity of the CORB Fund.

Specific objectives:

- To create a clear, actionable guide for using logos, colors, typography, and imagery.
- To define the brand's voice and tone.
- To ensure consistency across print, digital, and social media platforms.
- To reduce errors and time spent on designing marketing materials.

3. Scope of Work (Key Deliverables)

The consultant will be responsible for the following tasks:

3.1. Inception and Analysis

- Review existing CORB Fund literature and any other documentation for information.
- Conduct a stakeholder perception analysis
- Undertake a benchmark analysis of comparable environmental and financing funds manuals

3.1.2. Brand Manual Development

The final Brand Manual must include, but is not limited to, the following sections:

Brand Philosophy: Brief overview of mission, vision, and core values.

a. Logo Guidelines:

- Primary and secondary logo variations.
- Clear space requirements and minimum sizing.
- Correct vs. incorrect usage (do's and don'ts).
- Logo usage on dark vs. light backgrounds.

- b. Color Palette:
 - Primary and secondary colors.
 - Precise specifications for print and digital.
- c. Typography & Hierarchy:
 - Primary and secondary fonts for headlines, subheadings, and body text.
 - Web-safe font alternatives.
- d. Imagery and Photography Style:
 - Guidelines on photographic style, composition, and color treatment.
 - graphic elements style.
- e. Brand Applications & Templates:
 - Examples of how the brand is applied to letterheads, business cards, email signatures, presentation slides (PPT), social media graphics, and merchandise.

4.0. Final Deliverables

- A comprehensive, designed corporate brand manual in PDF format (30-50 pages).
- All high-resolution logo files (AI, EPS, SVG, PNG, JPG).
- Editable templates (PowerPoint, Microsoft Word, etc.).
- CORB fund infographic video (1 minute 20 seconds, the video must be encoded as Mp4, each video must have a QR code at the end (Portuguese and English))

5. Timeline

The assignment is expected to be completed within 45 days / 6 weeks/ 1 and half months from the signing of the contract.

- Inception Report/Outline: Week - 1
- Draft Manual Submission: Week -3
- Feedback & Revisions: Week -4
- Final Manual Delivery: Week -6

6. Qualifications & Experience

The Consultant/Firms must have the following Qualifications and Experience: -

- Advanced university degree (master's or equivalent) in relevant fields such as Graphic Design, Marketing, Communications
- Brand Strategy Understanding: Ability to define brand personality, mission, vision, and values, and translate them into visual and written guidelines.
- Ability to work in multi-cultural environment
- Enthusiasm, creativity and ability to work with minimum supervision
- Brand Strategy: Knowledge of brand positioning, consumer psychology, and how to translate brand values into visual elements.

- Layout and Documentation: Ability to create clear, organized, and functional layout designs for documents
- Minimum of 3- years of proven professional experience in brand strategy and design.
- Portfolio showcasing previously developed brand guidelines.
- Excellent communication skills.

7. Proposal Submission

The Firm/Consultant must submit the following documents/information to demonstrate his/her qualifications:

7.1. Individual Consultants

- Applicants must submit a duly completed CV including Education/Qualification, Professional Certification, Employment Records /Experience
- Technical Proposal containing the Firm's/Consultant's understanding of the assignment and methodology to be used.
- Demonstration of past performance in providing similar services, indicating client name, nature, and scope of work.
- Financial Proposal - Indicate the Lump-sum consultancy fee. The lump sum should be broken down to clearly indicate travel, per diems, and actual consultancy fees (daily fee). Indicate whether this rate is flexible or not.

7.2 Firms

- Company Registration Certificate
- Proof of Legal Status and Country of Incorporation
- Tax Registration and Tax Clearance Certificate (where applicable)
- Company Profile
- Relevant Experience / Track Record
- Key Personnel CVs
- Past Performance References (letters or contact details)
- Demonstration of past performance in providing similar services, indicating client name, nature, and scope of work.
- Financial Proposal - Indicate the Lump-sum consultancy fee. The lump sum should be broken down to clearly indicate travel, per diems, and actual consultancy fees (daily fee). Indicate whether this rate is flexible or not.

7.3 Interested consultants/agencies should submit:

1. Technical Proposal: Approach to the project and work plan.
2. Portfolio: Relevant examples of brand guidelines.
3. Financial Proposal: Cost breakdown.

8. EVALUATION PROCESS

The procedure for evaluation of the bids shall consist of three stages.

8.1 STAGE -1 – Preliminary Evaluation

Preliminary evaluation of the proposals will be a compliance check based on the aspects below

- a. Qualifications
- b. Completeness of Bid

The evaluation is based on a yes/no response. If the response is “no” for any two (2) of the criteria, the bidder will be disqualified for further evaluation.

8.2 STAGE-2 -Technical Evaluation

Technical evaluation shall be made to determine capability to deliver the required deliverables of the consultancy. It will be based on a scale of 0-100 points wherein the qualifying mark is 70%. Therefore, if the bidder fails to score 70% and above under stage 2, they shall be disqualified from further evaluation. The quality criteria and maximum score in respect of each of the criteria are as follows:

Criteria	Max Points
<p>1. Knowledge and Technical Competence</p> <ul style="list-style-type: none"> ○ Competence in developing organisational branding manuals, including visibility ○ Should have strong creative design capability ○ Strategic communications planning, audience and stakeholder engagement, content and campaign delivery, governance and brand management, performance measurement 	20
<p>2. Relevant Professional /Work Experience</p> <p>Lead Consultant / Firm Qualifications</p> <ul style="list-style-type: none"> ● Advanced university degree (master’s or equivalent) in relevant fields such in Graphic Design, Marketing, Communications ● Skills in communication and information management ● Demonstrated expertise in designing and developing brand manuals. ● Brand Strategy Understanding: Ability to define brand personality, mission, vision, and values, and translate them into visual and written guidelines. ● Ability to work in multi-cultural environment ● Enthusiasm, creativity and ability to work with minimum supervision 	40

<ul style="list-style-type: none"> • A proven portfolio that showcases the development of comprehensive visual identities, including logos, typography, colour palettes, and applications. <p>Team Members:</p> <ul style="list-style-type: none"> ○ Relevant degrees and minimum 3-5 years of experience in specialized areas (e.g. Graphic Design, Marketing, Communications) complementing the lead consultant. <p>Experience working in the Southern African region (preferably Angola, Botswana, and/or Namibia) is an asset.</p>	
<p>3. Methodology/Approach</p> <ul style="list-style-type: none"> ○ Clear understanding of the scope of work and expected deliverables. ○ Sound and practical methodology for developing the deliverables as itemised above. ○ Clear, realistic, and well-sequenced implementation plan with defined outputs and timelines. ○ Methodology demonstrates how stakeholder engagement and validation will be undertaken 	40

9. STAGE 3 – Financial / Cost evaluation

Consultant must obtain a minimum of 70% of the obtainable points of 100 points in the technical evaluation to be considered for the financial evaluation. Cost Evaluation shall be conducted by reviewing financial proposal to correct any arithmetic errors and assessing reasonability of the cost.

10. AWARD

The award of the contract will be made to the Firm/Consultant after the offer has been evaluated and determined as:

- a) Responsive/compliant and/or acceptable for the assignment and;
- b) Having scored 70% and above on technical evaluation
- c) Reasonable cost

Lastly, CORB Fund retains the right to contact referees directly.

11.0 IMPLEMENTATION ARRANGEMENTS

The CORB Fund will lead the service procurement process and oversee the development process through an established Working Group consisting of relevant expertise. A Working Group will guide the CORB Fund and review and endorse this project deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this project are completed on time and in line with CORB Fund mission. The CORB Fund Executive Director will chair the WG. The Working Group members will include amongst others: OKACOM staff, stakeholders including relevant line Government Ministries and UNDP Representatives.

12.0. Payment Terms

- [20%] upon approval of the Inception Report.
- [40%] upon submission of the draft manual.
- [40%] upon final approval of all deliverables.